

ADOPTED 2005 BUDGET**DEPT:** DEPARTMENT OF HEALTH AND HUMAN SERVICES**UNIT NO.** 8000**FUND:** General - 0001**OPERATING AUTHORITY & PURPOSE**

The Department of Health and Human Services (DHHS) operates under Chapters 46 (Social Services), 48 (Children's Code), 49 (Public Assistance), 51 (Mental Health), 55 (Protective Services) and 938 (Juvenile Delinquency) of the Wisconsin State Statutes.

DHHS provides a wide range of life-sustaining, life-saving and life-enhancing services to children and

adults through age 60. Programs focus on providing services for delinquent children, dysfunctional families, developmentally disabled persons, physically disabled persons, mentally ill persons, homeless persons, and those in need of financial assistance. Many of the services provided are mandated by State Statute and/or provided through a State/County contract.

BUDGET SUMMARY				
Account Summary	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Personal Services (w/o EFB)	\$ 33,714,787	\$ 30,864,139	\$ 33,599,815	\$ 2,735,676
Employee Fringe Benefits (EFB)	12,704,578	16,914,864	18,834,309	1,919,445
Services	12,908,057	10,755,417	15,871,808	5,116,391
Commodities	441,681	401,751	548,315	146,564
Other Charges	97,661,712	105,320,707	109,098,257	3,777,550
Capital Outlay	428,783	59,855	87,925	28,070
County Service Charges	14,903,599	14,686,572	15,889,647	1,203,075
Abatements	(11,350,323)	(12,260,731)	(15,899,565)	(3,638,834)
Sub Total Expenditures	\$ 161,412,874	\$ 166,742,574	\$ 178,030,511	\$ 11,287,937
State Corrections Charges	26,233,625	26,524,068	22,929,540	(3,594,528)
Total Expenditures	\$ 187,646,499	\$ 193,266,642	\$ 200,960,051	\$ 7,693,409
State & Federal Revenue	130,589,435	136,545,175	149,429,786	12,884,611
Indirect Revenue	329,437	200,000	407,791	207,791
Other Direct Revenue	7,520,816	6,686,234	8,085,215	1,398,981
Total Direct Revenue	\$ 138,439,688	\$ 143,431,409	\$ 157,922,792	\$ 14,491,383
Youth Aids to Corrections	26,233,625	26,524,068	22,929,540	(3,594,528)
Total Revenues	\$ 164,673,313	\$ 169,955,477	\$ 180,852,332	\$ 10,896,855
Direct Property Tax Levy	\$ 22,973,186	\$ 23,311,165	\$ 20,107,719	\$ (3,203,446)

ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*				
Account Summary	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Central Service Allocation	\$ 1,707,755	\$ 698,738	\$ 1,452,837	\$ 754,099
Document Services	45,409	64,315	31,719	(32,596)
Tech Support & Infrastructure	932,683	1,107,340	1,154,066	46,726
Distribution Services	12,215	10,966	9,487	(1,479)
Telecommunications	318,273	176,513	111,376	(65,137)
Records Center	57,413	63,557	59,081	(4,476)
Radio	49,577	45,390	45,136	(254)
Personal Computer Charges	14,157	525,208	394,122	(131,086)
Applications Charges	730,926	937,430	1,246,053	308,623
Total Charges	\$ 3,868,408	\$ 3,629,457	\$ 4,503,877	\$ 874,420
Direct Property Tax Levy	\$ 22,973,186	\$ 23,311,165	\$ 20,107,719	\$ (3,203,446)
Total Property Tax Levy	\$ 26,841,594	\$ 26,940,622	\$ 24,611,596	\$ (2,329,026)

* These costs are included in other departmental and non-departmental budgets. They are reflected here to show the "total" amount of tax levy support for this Department.

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PERSONNEL SUMMARY				
	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Personal Services (w/o EFB)	\$ 33,714,787	\$ 30,864,139	\$ 33,599,815	\$ 2,735,676
Employee Fringe Benefits (EFB)	\$ 12,704,578	\$ 16,914,864	\$ 18,834,309	\$ 1,919,445
Position Equivalent (Funded)*	846.2	749.3	797.8	48.5
% of Gross Wages Funded	82.6	89.9	96.0	6.1
Overtime (Dollars)**	\$ 1,272,842	\$ 646,536	\$ 631,392	\$ (15,144)
Overtime (Equivalent to Positions)	36.7	18.2	17.5	(0.7)

* For 2003 Actuals, the Position Equivalent is the budgeted amount.

** Delineated for information. (Also included in personal services.)

PERSONNEL CHANGES				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Admin Coordinator	Abolish	1/1.0	Disabilities Services	\$ (50,880)
Payment & Data Manager	Create	1/1.0	Disabilities Services	50,880
Quality Assurance Spec (AODA)	Abolish	2/2.0	Disabilities Services	(66,444)
Disability Services Specialist	Create	1/1.0	Disabilities Services	46,546
Office Support Asst 1	Create	2/2.0	Disabilities Services	48,452
Planning Analyst (ASD)	Abolish	1/1.0	Disabilities Services	(49,128)
Human Ser Wrkr Sign Lan	Abolish	1/1.0	Disabilities Services	(33,222)
RN 2	Abolish	1/1.0	Disabilities Services	(50,092)
Fiscal Asst 1	Abolish	3/3.0	Economic Support	(96,050)
Fiscal Asst 2	Abolish	1/1.0	Economic Support	(29,546)
Economic Support Supervisor 2	Abolish	1/1.0	Economic Support	(44,584)
Collections Manager DSS	Abolish	1/1.0	Economic Support	(47,908)
Empl Syst Res Analyst	Abolish	1/1.0	Economic Support	(37,834)
Human Serv Wrkr D/C Enfrmt	Abolish	1/1.0	Economic Support	(33,222)
Administrative Asst (NR)	Abolish	1/1.0	Economic Support	(42,558)
Human Srv Analyst ESSB	Abolish	1/1.0	Economic Support	(55,314)
Sect Mgr Comm Prgms FCMB	Abolish	1/1.0	Economic Support	(53,194)
Sect Mgr Self Supp ESSB	Abolish	1/1.0	Economic Support	(59,454)
Office Supp Asst 2	Abolish	2/2.0	Economic Support	(57,702)
Secretarial Assistant (NR)	Abolish	1/1.0	Economic Support	(36,402)
Econ Supp Spec	Create	6/6.0	Economic Support	196,284
Planning Analyst (DHS)	Abolish	2/2.0	Economic Support	(114,340)
SUB TOTAL				\$ (615,712)

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PERSONNEL CHANGES				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Accountant 4 NR	Abolish	1/1.0	Management Services	\$ (47,378)
Office Support Asst 2	Create	1/1.0	Management Services	25,510
OCC Therapist 3	Abolish*	1/1.0	Management Services	(55,314)
Quality Assurance Supervisor	Create	1/1.0	Management Services	56,428
Admin Asst 2 Placemt Res	Abolish*	1/1.0	Management Services	(51,156)
Quality Assurance Specialist	Create	1/1.0	Management Services	53,168
Contract Services Coordinator	Create	4/4.0	Management Services	225,712
Facilities Planning Analyst	Abolish	1/1.0	Management Services	(39,662)
Facilities & Ops Coordinator	Create	1/1.0	Management Services	64,548
Social Worker	Abolish	1/1.0	Management Services	(55,314)
Stores & Distrib Asst 1	Create	1/1.0	Management Services	27,118
Accountant 1	Abolish	1/1.0	Management Services	(38,988)
Fiscal Asst 1	Abolish	1/1.0	Management Services	(28,328)
Accountant 3	Create	1/1.0	Management Services	42,012
Accounting Coord	Create	1/1.0	Management Services	54,224
Clerical Asst 2	Abolish	1/1.0	Management Services	(37,872)
Clerical Specialist (DHS)	Abolish	1/1.0	Management Services	(38,700)
Payroll Asst	Create	2/2.0	Management Services	59,088
Securities Collection Coordinator	Abolish	1/1.0	Management Services	(64,548)
Fiscal Coord (CHRP)	Transfer	1/1.0	Management Services	58,934
Fiscal Asst 2	Transfer	4/4.0	Management Services	151,488
Fiscal Spec	Transfer	1/1.0	Management Services	40,806
Accountant 2	Transfer	1/1.0	Management Services	42,846
Accountant 3	Transfer	1/1.0	Management Services	49,470
Accountant 4 (NR)	Transfer	1/1.0	Management Services	53,868
Accountant 4 - Hospital	Transfer	1/1.0	Management Services	53,868
Accountant 4 - Fiscal	Transfer	1/1.0	Management Services	68,364
Accounting Mgr - DSS	Transfer	1/1.0	Management Services	73,560
Clerical Asst 2	Transfer	1/1.0	Management Services	35,832
Payroll Asst	Transfer	2/2.0	Management Services	73,782
Employee Health Analyst	Transfer	1/1.0	Management Services	49,350
*Abolish when position becomes vacant			SUB TOTAL	\$ 902,716
			GRAND TOTAL	\$ 287,004

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ORGANIZATIONAL COST SUMMARY					
DIVISION		2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Director's Office	Expenditure	\$ 365,926	\$ 439,756	\$ 548,307	\$ 108,551
	Abatement	(374,946)	(450,505)	(733,532)	(283,027)
	Revenue	350,006	0	0	0
	Tax Levy	\$ (359,026)	\$ (10,749)	\$ (185,225)	\$ (174,476)
Economic Support Division	Expenditure	\$ 44,102,968	\$ 42,416,384	\$ 48,115,438	\$ 5,699,054
	Abatement	(1,242,595)	(1,718,506)	(2,875,627)	(1,157,121)
	Revenue	40,994,816	38,233,562	42,946,222	4,712,660
	Tax Levy	\$ 1,865,557	\$ 2,464,316	\$ 2,293,589	\$ (170,727)
Delinquency & Court Services Division	Expenditure	\$ 34,775,552	\$ 38,102,125	\$ 39,325,476	\$ 1,223,351
	Abatement	(594,393)	(670,531)	(814,209)	(143,678)
	Revenue	15,696,584	17,212,584	22,926,084	5,713,500
	Tax Levy	\$ 18,484,575	\$ 20,219,010	\$ 15,585,183	\$ (4,633,827)
Disabilities Services	Expenditure	\$ 86,828,189	\$ 90,531,638	\$ 96,072,526	\$ 5,540,888
	Abatement	(1,915,714)	(1,854,547)	(2,169,015)	(314,468)
	Revenue	80,384,865	86,927,759	91,204,013	4,276,254
	Tax Levy	\$ 4,527,610	\$ 1,749,332	\$ 2,699,498	\$ 950,166
Management Services Division	Expenditure	\$ 6,690,562	\$ 7,513,402	\$ 9,868,329	\$ 2,354,927
	Abatement	(7,222,675)	(7,566,642)	(9,307,182)	(1,740,540)
	Revenue	1,013,417	1,057,504	846,473	(211,031)
	Tax Levy	\$ (1,545,530)	\$ (1,110,744)	\$ (285,326)	\$ 825,418

MISSION

The mission of the Milwaukee County Department of Health and Human Services is to secure human services for individuals and families who need assistance in living a healthy, independent life in our community.

DEPARTMENT DESCRIPTION

The Department of Health and Human Services (DHHS) includes the following six divisions: Economic Support Division, Delinquency and Court Services Division, Disabilities Services Division, Management Services Division, Behavioral Health Division and County Health Programs Division. All six divisions report to the office of the Director of the Department of Health and Human Services.

Since the DHHS Behavioral Health Division financially operates as an enterprise fund, it appears as a separate organizational unit in the County budget (Org. 6300). The County Health Programs Division also operates under a separate budget (Org. 7200).

The **Director's Office** provides guidance, support and administrative direction to all DHHS divisions. The DHHS Director reports directly to the County Executive as a cabinet officer.

The **Economic Support Division**, pursuant to State Statutes, is charged with the responsibility of assisting eligible people to obtain Food Stamps, Medical Assistance (Title 19) and Child Day Care benefits. In addition, the Economic Support Division is responsible for administering the State's BadgerCare health program and specialized financial assistance programs such as Fraud Detection and Benefit Repayment, Wisconsin Home Energy Assistance and Healthy Start.

The **Delinquency and Court Services Division** administers a 120-bed Juvenile Detention Center, juvenile court intake, custody intake and probation services, support staff for the operation of the Children's Court, predispositional secure/non-secure out-of-home placement resources, the First Time Offender program and post-dispositional placement resources for adjudicated delinquents. The Division

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is also charged by the State for the cost of juveniles sentenced to a State Juvenile Correctional facility. Purchased programs that serve alleged and adjudicated delinquent youth - including programs that are designed to divert such youth from State facilities - are administered in this division. The Juvenile Detention Center is staffed and maintained as a 24-hour, secure correctional facility, which primarily houses juveniles being held pending trial who are a threat to the community. Custody Intake staff screen Children's Court intake referrals from police for the Juvenile Detention Center. Court Intake staff prepare case reports and histories for the Children's Court judges, and Probation staff supervise youth adjudicated for delinquent behavior in the community.

The **Disabilities Services Division** provides human services to adults between the ages of 18 and 60. Services are targeted at populations with special needs including persons with physical and developmental disabilities (including children from birth to three). A wide variety of services are provided, including case management for long-term support, residential services, work and day services, community living support services, community treatment, community support, adult day care, fiscal agent services and service access and prevention. Many of these services enable persons to live in the community and avoid institutional placements. The Division also utilizes a Resource Center, which was designed and implemented as part of the 2003 Budget.

The **Management Services Division** provides contract administration and quality assurance, building operations and procurement services to the Director's Office, Delinquency/Court Services, Economic Support and Disabilities Services Divisions. In addition, it provides accounting, business office/collections and payroll services to the above entities as well as to the Behavioral Health Division and the County Health Programs Division. The division also includes the costs for County-wide services such as Risk Management, Audit, Payroll and other functions. Budgeting and human resources functions previously provided under this Division are now provided in cooperation with the Department of Administrative Services (DAS).

BUDGET HIGHLIGHTS

DEPARTMENTAL

- Personal Services expenditures, without fringe benefits, increased by \$2,735,676 from \$30,864,139 to \$33,599,815. Funded positions increased 48.5 from 749.3 to 797.8.
- The State of Wisconsin Department of Administration continues the practice of intercepting \$20,101,300 from State Shared Revenue and intercepts \$38,792,200 of Community Aids revenue to fund operation of the State Bureau of Milwaukee Child Welfare.
- In 2003, DHHS began an initiative to establish a single client information database across the various divisions. This initiative involves implementation of the McClears information system, which was originally developed for the General Assistance Medical Program. The 2004 DHHS budget included \$178,230 to implement McClears in the Disability Services Division's Medical Assistance Personal Care program and in the Economic Support Division's Child Day Care, Energy Assistance, and Burials programs. The 2005 Budget includes \$109,375 for continued implementation and system maintenance.
- The 2005 Budget reflects a zero wage increase for all represented, non-represented and Executive Compensation Plan (ECP) positions. In addition, ECP positions are not provided step increases or performance awards in 2005 as allowed in County Ordinance Section 17.265 (3).
- All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county

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officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

ECONOMIC SUPPORT DIVISION

- The 2005 Budget reflects the eighth full year of Wisconsin Works, or W-2, implementation in Milwaukee County. The Economic Support Division (ESD) does not administer W-2, but complements it by offering access to Food Stamps, Child Day Care and Title 19. The costs associated with W-2 are funded by revenues from the State of Wisconsin. These revenues come to Milwaukee County directly from the State of Wisconsin or indirectly through the Wisconsin Works agencies. The 2005 Budget includes \$1,156,560 of revenue from W-2 agencies for Child Care eligibility and other functions performed by ESD staff in support of W-2.
- In 2003, subsequent to a Federal and State decision that prohibited host and occupancy costs for ESD staff stationed at W-2 agencies to be paid with Federal TANF funds, the Division received authorization to relocate 165 employees who had been stationed at W-2 agencies to less expensive space at the Schlitz Park Keghouse and 10th & Mitchell Street. Rent payments for these workers at those two sites totaled \$1,091,945 in the 2004 Budget. All Economic Support staff stationed at the Keghouse were re-located to the Marcia P. Coggs Human Services Center in 2004. Consequently, there is a savings of \$821,446 in rent payment in ESD's 2005 budget. In addition, ESD realizes a reduction in space crosscharges for the Coggs Center of \$160,983 for a total space cost savings of \$982,249 in ESD. Because the Keghouse lease does not expire until December 31, 2005, the \$945,054 rental cost appears in the Management Services Division budget, where it is partially offset by \$300,000 in expected revenue from an anticipated sub-lease arrangement.
- ESD's 2005 Budget projects Income Maintenance (IM) revenue of \$15,829,366, which is the same amount that was contained in the 2004 budget. The budget also sets aside

\$150,000 for an anticipated Food Stamp Error Rate penalty that would be assessed in 2005 based on performance for the 2004 Federal fiscal year. While ESD's final 2004 error rate is projected to show vast improvement over 2003, it is unlikely that the Division will achieve the improvement necessary to meet Federal error rate guidelines. Several new initiatives designed to improve payment accuracy were implemented in 2004 and will be continued in 2005. In addition, the new position of Food Stamp Payment Accuracy Manager will continue to be funded with a mixture of Food Stamp Reinvestment and IM revenue.

- \$130,856 Create 4 Econ Supp Specialist

In 2005, ESD will create four new positions and re-deploy four existing positions (two Economic Support Specialists (ESS), one Economic Support Supervisor and one Office Support Assistant II) in the Economic Support Unit that performs eligibility and related functions for the Family Care program. This will provide for two units with nine ESS's, one supervisor and one clerical support position, as opposed to one 12-person unit. This initiative yields a total of 22 Family Care related positions in ESD. The Department on Aging will be cross-charged a total of \$1,231,420 for all personal services costs, which is offset by supplemental State Family Care IM revenue. One position of Quality Assurance Technician will be paid through regular IM revenue.

- (\$42,558) Abolish 1 Administrative Asst (NR)
(36,402) Abolish 1 Secretarial Asst (NR)
(57,702) Abolish 2 Office Support Asst 2
(53,194) Abolish 1 Sect Mgr Comm Prgms FCMB
(59,454) Abolish 1 Sect Mgr Self Supp ESSB
(55,314) Abolish 1 Human Srv Analyst ESSB
(\$304,624) Total

Due to County-wide fiscal constraints, seven positions are abolished in the Economic Support Division. These positions were funded with 50 percent Federal IM revenue. All positions are vacant.

- The cost of one Economic Support Specialist is cross-charged to the Department of Child Support by the Department of Health and

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Human Services in 2005 to reflect the role of a dedicated ESS worker on cases in which Income Maintenance and Child Support issues intersect. Through this initiative, both departments anticipate improving their performance standards by improving the accuracy of the data maintained in the Wisconsin Kids Information Data System (KIDS) database. Child Support will pay for an existing Economic Support position budgeted in DHHS to review the information and remove duplicative cases.

- An appropriation of \$200,000 that was included in the Division's 2004 Budget for consulting, staff training, and related activities associated with an initiative to re-engineer the Division's existing business processes has been eliminated. That initiative produced a series of new work processes, including new customer service models for both phone inquiries and walk-ins, which will continue to be enhanced and refined in 2005 with existing resources under the direction of the Division's Corrective Action Steering Team.
- The 2005 Budget includes \$7,591,073 of Child Day Care Administration revenue from the State of Wisconsin per the actual 2004 State contract. This is a revenue increase of \$647,704 from the \$6,943,369 budgeted in 2004. This amount is partially offset by a \$165,863 reduction in Safe Child funds, for a net increase of \$481,841 for administering Child Day Care program provider certification and payment authorization.
- \$65,428 Create 2 Econ Supp Specialists

Due to high caseload volumes among Economic Support Specialists, two positions are created in ESD's Child Day Care program. These positions are funded with Day Care Administration revenue.

- (\$114,340) Abolish 2 Planning Analyst (DHS)

In the Child Day Care Division, two positions that are primarily responsible for fiscal support are abolished. One Fiscal & Management Analyst 3 position is created in the Department of Administrative Services to assume responsibility for these duties. This initiative is linked to efforts elsewhere in the DHHS budget

to centralize and enhance fiscal and accounting services. The net savings of this initiative is \$88,104.

- (\$96,050) Abolish 3 Fiscal Assistant 1
(29,546) Abolish 1 Fiscal Assistant 2
(44,584) Abolish 1 Econ Supp Supv 2
(47,908) Abolish 1 Collections Mgr - DSS
(37,834) Abolish 1 Empl Sys Resource Anal
(33,222) Abolish 1 Hum Serv. Wkr 2 D/C Enf
(\$289,144) Total

The 2004 Budget included a plan to update the staffing composition of ESD's Child Day Care program in order to better address the program's responsibilities in the aftermath of W-2 implementation. ESD received County Board approval to create an additional eight positions to further this effort in May 2004. Abolishment of the above positions reflects continued efforts to restructure and streamline Child Day Care staffing in keeping with a new emphasis on assessing and identifying Child Care providers who are in need of enhanced training, and steering augmented technical assistance to those providers. These abolishments result in a savings of \$289,144 in Day Care Administration revenue that can be utilized for other Child Day Care program needs.

- Child Day Care Other Expenditures total \$1,348,737 for the following services: Early Childhood Development with MPS, \$750,000; Operation of the Coggs Human Services Center Child Care Drop-off Center, \$200,000; Mentor/Teacher assistance to aid providers in maintaining their certification in good standing, \$90,000; Childcare Certification Intake for new childcare provider applicants, \$108,737; Community Information (211) Phone Line, \$80,000; and Special Needs Child Care services and evaluation, \$120,000.
- A re-designed Special Needs Child Care program will be administered in-house by DHHS staff in 2005. ESD will coordinate closely with the Disabilities Services Division's Birth-to-Three program to increase the capacity of Milwaukee County Child Care providers to serve children with special needs and their families. This newly formulated program will consist of 2.5 FTE's – two from ESD and .5 FTE from the Birth-to-Three program. In addition, as noted above,

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\$120,000 is budgeted in contractual services for technical assistance, training and evaluation. This initiative will be funded with Child Day Care Administration and Client Specific Child Care benefit funds.

- An appropriation of \$200,000 is budgeted for the Child Care drop-off center at the Marcia P. Coggs Human Services Center. The drop-off center will serve as a training facility for Child Day Care providers and it will also provide child care for Coggs Center clients while they see their caseworker and/or apply for benefits. ESD expects to receive grant funding from the State of Wisconsin to offset the cost of this facility.
- The Community Information (211) Phone Line is again budgeted in the Economic Support Division at \$480,000. Funding includes \$40,000 of Home Energy Assistance revenue, \$80,000 of Day Care Administration revenue and \$360,000 of Income Maintenance Administration revenue.
- A budget of \$375,550 is included for indigent burials, which is a decrease of \$196,174 over the 2004 Budget. 363 indigent burials are projected for 2005 with an average cost of \$1,034. This decrease is based on 2004 year-to-date actual expenditures and is linked to cost containment strategies implemented in 2004. Those strategies include establishment of maximum allowable reimbursement for burials and cremations.

DELINQUENCY & COURT SERVICES DIVISION

- DHHS receives Youth Aids to fund State Juvenile Correctional Charges and community-based services. Total Youth Aids revenue for 2005 is budgeted at \$32,548,040, which is a decrease of \$232,529 from the \$32,780,569 budgeted in 2004.
- Total State Department of Corrections (DOC) charges for juveniles placed into State custody by the Children's Court Judges are projected at \$22,929,540, a decrease of \$3,594,528 compared to 2004. (This decrease absorbs the reduction in State funding of \$232,529 and leaves \$3,361,999 of Youth Aids revenue to be shifted to the DHHS Operating budget for Community-based programs.) Based on a projection for State Juvenile Correctional

Institutional placements, utilizing actual experience during a recent six-month period, the institutional costs are projected to decrease by \$1,429,783, from \$19,959,643 to \$18,529,860. This calculation assumes an average daily census of 265 placements, a decrease of 31 from the 296 budgeted in 2004. Child Caring Institution (CCI) average daily placements are decreased from 46 in 2004 to 23 in 2005, which leads to a projected decrease in DOC-CCI placement costs of \$1,832,156, from \$3,896,636 to \$2,064,480. State charges for Aftercare programs are projected to decrease \$483,960, from \$1,453,618 to \$969,658, and the Corrective Sanctions Program will increase to \$1,365,542 from \$1,214,171 budgeted in 2004, an increase of \$151,371.

- Prior year State contract reconciliation revenue is budgeted at \$2,200,000 in the Delinquency and Court Services Division (DCSD), which is an increase of \$1,850,000 from the \$350,000 budgeted in 2004. There is an additional \$150,000 of prior year revenue budgeted in the Disabilities Services Division for an overall total of \$2,350,000 in the DHHS budget.
- An appropriation of \$201,320 in Potawatomi Revenue is included in DCSD's 2005 Budget. This is identical to the 2004 appropriation.
- DCSD utilizes revenue from the Federal Juvenile Accountability Incentive Block grant (JAIBG) and the Federal Sentry grant to fund the Firearm Offender Supervision program. This program helps divert adjudicated delinquents from placement in State facilities. Expenditures are increased by \$309,643, from \$424,261 to \$733,904. JAIBG revenue increases \$125,387 to a total of \$507,222. Tax levy support is \$226,682, an increase of \$184,436 over 2004. These additional expenditures will allow for an increase in slots in the Firearm program from 30 to 50. The increased tax levy support is offset by the savings from reduced State correctional placements.
- DCSD will purchase community-based treatment and supervision services from BHD's Wraparound Program as an alternative to more costly institutional care. DHHS will pay \$8,432,174 for 278 slots in the basic Wraparound Program. In addition, DCSD will

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pay \$1,324,000 for 32 slots in the intensive wraparound program known as FOCUS. This is an increase of \$484,000 and 12 slots from 2004. The increased costs for this community-based alternative are offset by the savings from reduced State correctional placements.

- The 2005 Budget includes \$296,000 of grant revenue for the Disproportionate Minority Confinement grant program. This revenue funds one Human Service Worker (\$76,156), purchase of service expenditures for Temporary Shelter and Level 2 supervision (\$194,844) and computer software (\$25,000).
- DCSD will receive \$407,791 in revenue from the Wraparound Program to pay for Temporary Shelter, Group Home and Day Treatment slots that Wraparound buys from DCSD. This is an increase of \$207,791 from 2004.
- The 2005 Budget shifts contract spending from several under-utilized areas to programs that have experienced increased usage and that promise to allow for continued diversion of delinquent youth from correctional institutions. A total of \$356,630 is shifted from the In-House pre-disposition placement program (\$21,788), serious chronic offender post-disposition programs (\$53,226) and Day Treatment (\$281,616) to Group Foster Homes (\$50,925), Minority Foster Care Recruitment (\$20,000) and a new post disposition program for girls (\$135,705). The girls program was initiated in 2004 with an appropriation of \$200,000. Female delinquent youth present several unique issues, such as issues related to health and sexuality, and there is a need for unique programming to serve these youth and provide alternatives to Group Homes. A total of \$335,705 is appropriated for this effort in 2005. This net reduction of \$150,000 for these programs is based on utilization and experience.
- First Time Offenders funding decreases by \$125,000 to a 2005 total of \$1,053,273. This change is due to decreased referrals in 2004.
- An appropriation of \$150,000 is provided for the Milwaukee County Youth Sports Authority, which was transferred from the County Health Programs Division to the Delinquency & Court Services Division in 2004. The Sports Authority

is governed by a Board that consists of seven members, which reviews and recommends to the County Board funding for grant proposals from community organizations. The Planning Council serves as the fiscal agent. The County is exploring ways to expand Youth Sports Authority activities by combining efforts with other municipalities and government agencies.

- Building on the success of the Youth Sports Authority, a new policy initiative aimed at 12-17 year old youth in Milwaukee County will focus on juvenile crime prevention through positive activities centered on arts, music, drama, civics and community service. The County will use its expertise to leverage private dollars to support existing community based organizations that are serving youth in these capacities. The focus will be on crime prevention for at-risk teens and the programs supported by this initiative will complement the work of the Youth Sports Authority. The goals for 2005 are to research area resources and community organizations that serve youth and investigate possible funders locally and nationally.

DISABILITIES SERVICES DIVISION

- An appropriation of \$350,000 in Potawatomi Revenue is included in the 2005 Budget for the Disabilities Services Division (DSD). This amount is identical to the 2004 appropriation.
- The appropriation for client services in DSD's Adult Long Term Support (LTS) program is increased by \$2,875,007 to better reflect actual expenditure needs and in recognition of an increase in program participants due to a significant number of relocations from nursing homes that has occurred in recent years.
- DSD's 2005 Budget contains \$606,425 to enable the cost of transportation services to be built into service plans for participants in work and day programming at Goodwill Inc., as it is for other LTS participants. Prior to 2004, the cost of these services was included in the Milwaukee County Transit System budget. DSD can draw down 60% reimbursement to partially offset this cost (\$363,855). The remaining expenditure of \$242,570 is offset with \$102,678 in additional Community Aids revenue that is anticipated in the 2005 Budget based on the

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2004 actual contract amount, a \$53,000 reduction in Supportive Home Care funds and an \$86,892 increase in Medical Assistance-Personal Care (MAPC) revenue.

- An appropriation of \$436,388 is included in the 2005 DSD budget to reflect the transfer of funds from the Milwaukee County Transit System budget to contract for specialized transportation services for DSD clients. This increases the DSD tax levy but is neutral County-wide.
- Supportive Home Care is reduced by \$75,000. This, combined with the \$53,000 reduction to partially fund transportation for Goodwill, Inc. work and day clients, results in a 2005 appropriation of \$405,871.
- \$46,546 Create 1 Disabilities Srvs Specialist

DSD's 2005 Budget reflects implementation of the Children's Autism Waiver program, which DSD took over from the State of Wisconsin in January 2004. The program is targeted at families who have children diagnosed with autism and who are eligible for a one-on-one intensive behavioral treatment program in the family home. DSD's 2005 Budget includes \$3,268,467 in State revenue for this program, which is offset by \$3,268,467 in expenditures for no net tax levy impact. Included in these expenditures is support for a newly created position of Disabilities Services Specialist to enhance program implementation. The cost of this position is fully offset with State revenue.

- \$50,880 Create 1 Payment & Data Mgr
48,452 Create 2 Office Support Asst 1
(33,222) Abolish 1 Qual Assur Spec (AODA)
(50,880) Abolish 1 Admin Coord
\$ 5,230 Total

DSD will undertake a new initiative in 2005 to maximize the generation of MAPC revenue. MAPC revenue is reimbursement from the Federal government for personal care services provided to LTS clients. The initiative will involve transformation from a paper-based, labor-intensive reimbursement process to a more automated, systematic approach. DSD's budget assumes that an additional \$1,162,654 in MAPC revenue will be generated in 2005 from these process and system improvements.

In order to support this initiative, DHHS will transfer the payment unit that was created in 2004 within the DHHS Accounting section to DSD, where it will be combined with an existing data unit to further consolidate DSD payment and billing functions. A position of Payment & Data Manager is created to supervise this unit, the cost of which is offset by the abolishment of an Administrative Coordinator position. In addition, two Office Support Assistant I positions are created in order to enhance DSD's ability to comply with HIPAA records management requirements and to provide increased clerical support for the enhanced MAPC system.

- (\$49,128) Abolish 1 Planning Analyst (ASD)
(50,092) Abolish 1 RN 2
(33,222) Abolish 1 Human Ser Wrkr Sign Lan
(\$132,442) Total

Due to County-wide fiscal constraints, three positions are abolished for a tax levy savings of \$132,442. All positions are vacant.

- DSD's 2005 Budget includes prior year State contract reconciliation revenue of \$150,000, the same amount as budgeted in 2004. There is an additional \$2,200,000 of prior year revenue budgeted in the Delinquency and Court Services Division for an overall total of \$2,350,000 in the DHHS budget.

MANAGEMENT SERVICES DIVISION

- \$225,712 Create 4 Contract Services Coord
56,428 Create 1 Quality Assurance Supv
53,168 Create 1 Qual Assur Spec
25,510 Create 1 Office Support Asst. II
(47,378) Abolish 1 Accountant 4 (NR)
(55,314) Abolish 1 OCC Therapist 3
(33,222) Abolish 1 Qual Assur Spec (AODA)
(51,156) Abolish 1 Admin Asst 2 Plac Res
\$173,748 Total

The Management Services Division's Contract Administration section will be re-organized and expanded in 2005 to enhance department-wide contract monitoring and quality assurance activities. The re-designed section will provide a new emphasis on outcomes and programmatic performance in addition to traditional fiscal monitoring activities. Under this initiative, quality

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assurance teams will be assigned to DSD, DCSD and ESD to work closely with program staff on all contract activities, from the development of RFP's, to the formulation of outcome-based contracts, to the evaluation of fiscal and programmatic performance, to re-development of contract goals and outcomes. This initiative is designed to improve the Department's capacity to strategically manage and evaluate outside contracts and enhance stewardship of contractual services dollars. The Occupational Therapist 3 and Administrative Assistant 2 Placement Resources positions listed above are to be abolished upon becoming vacant. The total cost of this initiative – including anticipated reclassifications – is \$235,992.

- \$54,224 Create 1 Accounting Coordinator
(64,548) Abolish 1 Securities Collections Coord
(37,872) Abolish 1 Clerical Asst 2
58,934 Transfer 1 Fiscal Coord (CHRP)
151,488 Transfer 4 Fiscal Asst 2
40,806 Transfer 1 Fiscal Spec
42,846 Transfer 1 Accountant 2
49,470 Transfer 1 Accountant 3
53,868 Transfer 1 Accountant 4 (NR)
53,868 Transfer 1 Accountant 4 – Hospital
68,364 Transfer 1 Accountant 4 – Fiscal
73,560 Transfer 1 Accounting Mgr – DSS
\$545,008 Total

The 2005 Budget includes a new initiative that centralizes all DHHS, Behavioral Health Division and County Health Programs Division accounting functions in a new Fiscal Services Section in the Management Services Division. This initiative is designed to enhance existing accounting capacity across the five DHHS program divisions and provide back up for critical functions where none currently exists. Operational effectiveness will be improved by organizing job responsibilities along functional lines and by instituting a team approach to revenue maximization and related efforts. All accounting and collection functions in the DHHS divisions – including the Business Office and Reimbursement Unit – will be directed by the DHHS Accounting Manager, who will be transferred back to DHHS from the Department of Administrative Services, and who will report directly to the DHHS Director. Eleven accounting and fiscal assistant positions also will

be transferred from BHD and CHP to DHHS, supported by cross-charges to those divisions for services rendered. Total budgetary savings in DHHS, CHP and BHD of \$123,475 will be recognized from the above position actions and increased vacancy and turnover.

- \$59,088 Create 2 Payroll Asst
(38,700) Abolish 1 Clerical Specialist (DHS)
35,832 Transfer 1 Clerical Asst 2
73,782 Transfer 2 Payroll Asst
49,350 Transfer 1 Employee Health Analyst
\$179,352 Total

All payroll functions across the five DHHS program divisions will be consolidated in the Management Services Division under a new initiative in 2005. Five payroll clerks will be centralized in one location to handle payroll responsibilities, while other Human Resources functions will continue to be provided by DAS-HR staff out stationed at DHHS, who also will manage payroll staff. All payroll positions will be located within Management Services, with the cost of services cross-charged to the DHHS divisions. Enhanced operational efficiencies allow for the above position actions, which result in a net savings of \$37,207.

- The Behavioral Health Division's thrift shop operation has been transferred from MSD's budget back to the BHD budget in 2005 in light of a relationship established by BHD in 2004 with a private vendor to operate the shop. The thrift shop provides inexpensive clothing and related items to individuals with mental illness and/or other co-occurring disabilities who are living in the community and who have a relationship with a case manager. There is no fiscal impact to MSD's budget, as all costs related to this operation had been cross-charged to BHD.
- A new Reimbursement Unit was included in the 2004 MSD Budget to reflect the establishment of the Tax Refund Intercept Program (TRIP) in February 2003. While this unit will continue to be housed in MSD in 2005, TRIP expenditures and revenues will be charged out to appropriate programs based on actual program revenue recovered, which eliminates a tax levy savings of \$248,811 in Org. 8000, but produces tax levy savings in the BHD and CHP budgets. TRIP

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expenditures in 2005 are budgeted at \$192,566; while revenues are budgeted at \$344,213, for a net property tax levy savings of \$151,647. This is a reduction from 2004 budgeted net revenue of \$248,811 because the pool of total recoverable dollars has diminished since the program's inception. MSD will continue to explore ways to expand the TRIP during 2005.

- MSD's budget anticipates that the third floor of the Marcia P. Coggs Human Services Center will remain unoccupied in 2005, as DHHS staff currently stationed at Schlitz Park will remain there until the existing lease expires at the end of 2005. The Budget also anticipates that a portion of the rent charge for the Keghouse at Schlitz Park – which temporarily housed ESD workers who had moved from W-2 sites until their move to the Coggs Center in July 2004 – will be recovered from a sub-leasing arrangement. The total cost of the Keghouse rent for the last year of the County's existing lease in 2005 is \$945,054, and outside revenue from the anticipated sub-lease is budgeted at \$300,000.
- In 2005, the full year cost for DHHS to operate the Coggs Human Services Center is \$1,265,593, which is a reduction of \$160,983 compared to the 2004 Budget.
- | | |
|-----------------|---------------------------------------|
| \$64,548 | Create 1 Facilities & Ops Coord |
| 27,118 | Create 1 Stores & Distr Asst 1 |
| (55,314) | Abolish 1 Social Worker |
| <u>(39,662)</u> | Abolish 1 Facilities Planning Analyst |
| (\$3,310) | Total |

MSD's Operations section is being re-organized in 2005 to accommodate staffing needs created by the move back to the Coggs Center as well as records management demands. The above position actions are designed to enhance coordination functions across all levels of DHHS operations. Operations also is transferring two Office Support Assistant 1 positions to ESD to enhance records management at DHHS' 37th & Michigan Street facility. The above actions result in a net salary savings of \$3,310.

- MSD's 2004 Budget created a new payment unit within the DHHS Accounting section. In 2005, this unit is being transferred to DSD, where it will be combined with an existing data unit to further consolidate DSD payment and billing functions and maximize revenue generation (see DSD write-up for additional information).
- | | | |
|-----------------|---------|-----------------|
| \$42,012 | Create | 1 Accountant 3 |
| (38,988) | Abolish | 1 Accountant 1 |
| <u>(28,328)</u> | Abolish | 1 Fiscal Asst 1 |
| (\$25,304) | Total | |

In order to improve operational efficiency, MSD's Business Office and Accounting sections will be merged in 2005 under the direction of the Accounting Manager. As part of that merger, two positions are being abolished and one created for a net salary savings of \$25,304.

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COMMUNITY AIDS FOR THE DEPARTMENT OF HEALTH AND HUMAN SERVICES			
	2004 Budget	2005 Budget	2004/2005 Change
I. Programs Requiring Match			
<u>Base Community Aids</u>			
Disabilities Services Division	\$ 12,502,347	\$ 12,605,025	\$ 102,678
Delinquency Services Division	7,461,329	7,461,329	0
SUB-TOTAL	\$ 19,963,676	\$ 20,066,354	\$ 102,678
Mental Health Division	24,250,844	24,250,844	0
State Juvenile Corrections	0	0	0
GRAND TOTAL	\$ 44,214,520	\$ 44,317,198	\$ 102,678
II. <u>Other Programs</u>			
Community Options Program	\$ 7,100,808	\$ 7,022,595	\$ (78,213)
COP - Waiver	7,828,607	7,832,738	4,131
Community Integration Program IA	13,695,970	12,205,727	(1,490,243)
Community Integration Program IB	31,273,500	32,906,386	1,632,886
Community Integration Program II	4,242,469	4,039,355	(203,114)
Brain Injury Waiver	2,465,929	2,342,937	(122,992)
Foster Care Continuation	79,224	79,224	0
Birth to Three Year Old	3,034,838	3,034,838	0
DD Family Support	852,668	852,668	0
Community Intervention	1,505,140	1,482,360	(22,780)
Prior Year Reconciliation	500,000	2,350,000	1,850,000
Juvenile Court AODA	453,554	453,554	0
Mental Health Block Grant	50,000	50,000	0
Youth Aids			
State Juvenile Corrections	26,524,068	22,929,540	(3,594,528)
Community Programs	6,238,193	9,600,192	3,361,999
Youth Aids - AODA	18,308	18,308	0
SUB TOTAL YOUTH AIDS	\$ 32,780,569	\$ 32,548,040	\$ (232,529)
TOTAL OTHER PROGRAMS	\$ 105,863,276	\$ 107,200,422	\$ 1,337,146

ECONOMIC SUPPORT REVENUE IN THE DEPARTMENT OF HEALTH AND HUMAN SERVICES			
	2004 Budget	2005 Budget	2004/2005 Change
Program			
Income Maintenance Administration	\$ 15,829,372	\$ 15,829,366	\$ (6)
Family Care IM Administration	413,266	0	(413,266)
Day Care Administration	6,943,369	7,672,788	729,419
W2 and Other Private Agencies	1,779,633	2,198,973	419,340
Energy Assistance Administration	2,049,897	1,689,338	(360,559)
Program Integrity	335,148	276,041	(59,107)
TOTAL	\$ 27,350,685	\$ 27,666,506	\$ 315,821

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ACTIVITY AND STATISTICAL SUMMARY				
	2003 Budget	2003 Actual	2004 Budget	2005 Budget
ECONOMIC SUPPORT DIVISION				
<u>Average Monthly Cases Served</u>				
Food Stamps	59,219	56,959	63,018	62,569
Medicaid	68,070	68,797	73,650	82,864
Child Day Care Families Per Month	12,519	12,109	13,366	12,727
Interim Disability Assistance Program	195	152	195	174
Maximum Monthly Grant	\$205	\$222	\$205	\$205
DELINQUENCY AND COURT SERVICES DIVISION				
Staffed Capacity of Juvenile Detention	109	109	109	109
Average Monthly Probation/Court Intake Cases	3,281	2,998	3,100	3,100
Average Monthly Delinquency Referrals	400	377	380	380
Juveniles Served in a Year				
Pre-dispositional				
Temporary Shelter	1,036	992	1,040	1,100
Level II	913	960	1,100	1,100
In-House Monitoring	466	292	290	200
Day Center	286	0	0	0
First time Juvenile Offender Program	<u>987</u>	<u>925</u>	<u>800</u>	<u>800</u>
Pre-dispositional Subtotal	3,688	3,169	3,230	3,200
Post-dispositional				
FOCUS	0	0	30	45
Wraparound	400	400	450	450
Group Homes	67	56	60	60
Sex Offender	119	129	130	130
Day Treatment	294	270	300	260
Serious Chronic Offender	45	64	60	55
Prob Network Serices	359	281	250	280
Firearm	<u>49</u>	<u>73</u>	<u>60</u>	<u>90</u>
Post-dispositional Subtotal	<u>1,333</u>	<u>1,273</u>	<u>1,340</u>	<u>1,370</u>
Total Juveniles Served in a Year	5,021	4,442	4,570	4,570
Annual Detention Admissions	3,564	3,848	3,724	3,700
<u>State Division of Corrections</u>				
Average Monthly Cases:				
DOC-Corrections	331	305	296	265
DOC-Child Care Institution	73	48	46	23

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ACTIVITY AND STATISTICAL SUMMARY				
	2003 Budget	2003 Actual	2004 Budget	2005 Budget
DISABILITIES SERVICES DIVISION				
<u>DD Service Bureau - Adults</u>				
Community Residential	57	302	35	99
Community Living Support Services	874	636	874	697
Work and Day Services (Adult)	460	258	360	238
Long Term Support	<u>1,629</u>	<u>1,573</u>	<u>1,895</u>	<u>1,643</u>
TOTAL	3,020	2,769	3,164	2,677
<u>DD Service Bureau - Children</u>				
Work and Day Program	2,793	3,189	3,101	3,200
Family Support	<u>375</u>	<u>325</u>	<u>350</u>	<u>350</u>
TOTAL	3,168	3,514	3,451	3,550
<u>Physical Disabilities</u>				
Long Term Support Services	888	974	888	1,000
<u>Access and Brief Services</u>				
Access and Brief Services	14,250	12,000	12,500	12,150
Referrals Served	1,400	1,450	2,100	1,650
TOTAL	15,650	13,450	14,600	13,800